

CLERK'S SUMMARY OF AGENDA ACTION
AND OFFICIAL MINUTES
GOVERNMENTAL STRUCTURE TASK FORCE
JULY 17, 2006

The Governmental Structure Task Force convened at 2:00 p.m. on July 17, 2006 in the County Commission Chamber on the second floor of the Stephen P. Clark Center, 111 Northwest First Street, Miami, Florida, there being present Chairman Dennis C. Moss and Commissioner Rebeca Sosa (Commissioners Natacha Seijas and Sally A. Heyman were absent); Special Assistant to the County Manager Corinne Brody; Assistant County Attorney Abigail Price-Williams and Deputy Clerk Zorana Gainer.

I. Introduction and Welcome

Chairman Moss called the meeting to order at 2:10 p.m. He welcomed everyone to today's Task Force meeting, and expressed appreciation for their attendance. Chairman Moss noted the action items would not be considered due to lack of a quorum.

II. Summary of Task Force Progress to Date

Special Assistant to the County Manager Corinne Brody stated staff had revisited the resolution which created the Task Force. She noted in May 2006, the County Commission adopted an ordinance which extended the Task Force for an additional six-month period. Ms. Brody said the resolution required the Task Force to develop and apply criteria to evaluate the effectiveness and efficiency of various local government structures across the country and present findings to the public and produce a final report. The final report would be presented at subsequent meetings noted Ms. Brody.

III. Countywide Resident Satisfaction Survey

Mr. Chris Tatham, Senior Vice President/CEO, ETC Institute presented the results from the Resident Satisfaction Survey. He gave a Power Point presentation on the survey and discussed methodology, number of surveys completed by each district, demographics, overall trends and perceptions of communities. Mr. Tatham highlighted major findings of the survey, noting there was balanced representation across Commission Districts. He presented survey results of the following categories:

- ❖ Public Safety/perceptions of safety
- ❖ Overall perception of community to raise children in
- ❖ Satisfaction of services provided by Miami-Dade County
- ❖ Maintenance of County streets
- ❖ Management of traffic flow
- ❖ Water and Sewer services
- ❖ Communication with the public/availability of information

❖ Library/Cultural/Parks and Recreation Services and maintenance

Commissioner Sosa suggested more community outreach and more promotion of Miami-Dade Television be undertaken to inform residents of the services provided by Miami-Dade County.

Chairman Moss noted customer service was still an area of concern. He emphasized the importance of residents being informed about the survey and improvements that had occurred as a result of the survey.

Ms. Brody said the results of the survey and the community score card were disseminated to the public via articles published in the Miami Herald and community newspapers. She noted a Website was now available which also provided the survey results and overall performance report to the community.

IV. Summary of Research Findings

Mr. Kevin Lynskey, Assistant Director, Office of Strategic Business Management (OSBM) gave a Power Point presentation which summarized Task Force research findings. He provided an overview of the goals under which the Governmental Task Force was established and re-capped some of the work accomplished by the Task Force.

1. Leadership and Human Resources

Mr. Lynskey discussed the criteria adopted by the Task Force which included research methodology, local government structure and excellence award programs.

2. Strategic Planning and Organizational Performance

Mr. Lynskey stated that the County's strategic plan encompassed the entirety of County Government. He noted that an organization under this management model would develop performance indicators by which to judge effectiveness. The result would be policy and management goals for government, with results clearly communicated to citizens.

He pointed out that the County did not have a strategic plan in place in 2002; that in 2006, all pieces of the puzzle were in place in terms of strategic planning, including business plans and budgetary processes.

In response to Chairman Moss' concerns regarding monitoring and making sure goals were met and the degree they were being met, Mr. Lynskey stated that some organizations had installed software called "Active Strategies" which updates strategic business plan information on a monthly basis. He noted it would take a large organization a few years to input all of the data and some departments had done a great job while others were still inputting data.

Ms. Brody noted the County Administration had implemented “Strategic Meeting Day”, and department directors were expected to meet on a monthly basis with their key staff to review the performance measures which were tied to the strategic plan goals and objectives to determine whether any progress had been made. Additionally, each Assistant County Manager, on Strategic Meeting Day, would meet with each respective department director on a quarterly basis to review the automated performance management report.

Mr. Lynskey noted that several awards programs included Human Resource and Financial Management as criteria for local government. He said planning for future human resource needs, determining how well governments obtain employees, and civil service structure were all criteria looked at in terms of human resources. Mr. Lynskey listed the criteria for financial management as follows: multi-year budgeting, mechanisms that preserve stability and fiscal health, financial information being readily available and control mechanisms over financial operations.

Mr. Lynskey reported that in 2002 Miami-Dade County was ahead of 13 other counties in terms of human resources according to Governing Magazine, and fared as well as the average county in terms of financial management.

Mr. Lynskey gave an update regarding Miami-Dade County’s performance in the Sterling Challenge; he noted the participating departments included Cultural Affairs, the Department of Environmental Resource Management, Fire Department, Library Department, Parks, Police, Team Metro, Transit and Water & Sewer.

Ms. Brody stated results were received from eight of the nine departments and these results were being placed in the Active Strategy System to begin implementation of process reforms or reforms in the areas the Sterling Evaluation may have identified.

Mr. Lynskey discussed new initiatives and awards received by Miami-Dade County in recent years. He also stated there was a new executive development program that began in conjunction with Harvard University’s Kennedy School of Government.

V. Procurement Update

Ms. Miriam Singer, Director, Department of Procurement Management (DPM) gave an oral update regarding procurement reform initiatives. She noted there had been solicitation for a vendor tracking software system, which was expected to be awarded in August 2006. Ms. Singer said the Procurement Advisory Board had concluded its review and had forwarded its recommendations to the Board of County Commissioners, who in turn requested the Advisory Board’s term be extended to review Cone Legislation Amendments, Better Responsibility Legislation, time table/costs of implementing procurement technology solutions, and research strategies available to pursue access of federal GSA contracts. She noted the Procurement Reform Advisory Board held meetings following the foregoing requests and prepared recommendations which would be forthcoming in August 2006.

Ms. Corinne Brody, Special Assistant to the County Manager stated the Administration was expecting a report which would provide a 5-year “road map” to continue the replacement of legacy systems which was outdated. She noted the general ledger and the procurement applications were of the highest priority at this juncture.

Ms. Singer discussed legislative reforms, including the four-day rule amendment, reduction in successor policy from sixty (60) to thirty (30) days, increased the threshold of informal solicitation from \$100,000 to \$250,000, and the allowance to post to initiate the protest period for informals any day of the week. Ms. Singer noted the bid protest process revisions were approved and would be fully reviewed by the Board in September. She also noted the electronic signature policy was expected to be presented at the September Committee meeting, and the Affidavit Reform requirements were being reviewed to simplify the requirements and the solicitation process.

Commissioner Sosa asked Ms. Brody to submit at the next Task Force meeting a specific response regarding the tools, the availability of funding and the timelines for implementing changes in the Procurement Department.

Chairman Moss asked Assistant County Attorney Abigail Price-Williams to explore the feasibility of reducing the number of pages and/or condensing the language within the procurement contracts. He also asked that staff look at comparative models of other jurisdictions’ procurement contracts.

Ms. Singer noted the Department would like to submit for the Task Force’s consideration proposed legislation that would allow the Department to reserve the right to award to the second highest ranked bidder if a bidder was found in breach of contract because that bidder could not hold the price. She explained that the increasing cost of fuel was the primary reason that vendors stated had prevented them from holding prices without coming back for additional relief; that while the intent was to include escalation clauses where appropriate, the integrity and transparency of the competitive process must be preserved. This meant that the low bidder or low price prevails where a vendor was determined responsible and responsive. Consequently, Ms. Singer noted the proposed legislation would prohibit any increases in pricing if a bidder competed for a contract and submitted a low bid that was accepted and submitted for the County Commission’s approval, especially if no escalation clause(s) such as CPI or Living Wages were involved. The proposed legislation would also be applicable if a vendor goes out of business, Ms. Singer pointed out. She said the department was working with the County Attorney’s Office and would submit this proposed legislation for consideration as a part of the legislative reform.

Concerning “Requests from the Chairman” or the vacancies listed in the Department’s budget report, Ms. Singer noted numerous vacant positions within the Department must to be filled to accommodate the increasing volume of work placed on the department. Efforts were underway to streamline the process, and the Department was working closely with the Department of Employee Relations to up date the minimum

qualifications for procurement positions, with focus on local and non-local outreach and educational institutions, she noted. In addition to the traditional recruitment process, Ms. Singer noted the Department had issued a work order to determine the cost of identifying qualified candidates through a search firm. The Department was also looking at restructuring and benchmarking to determine whether the compensation levels or the pay range for the County's procurement professionals were comparable with other jurisdictions in terms of structure, complexity and workload.

Commissioner Moss asked Ms. Singer to provide Task Force members with a brief summary of the qualifications and the pay range for procurement professionals.

Ms. Singer summarized, in detail, the educational requirements, and the salary range of positions within the DPM.

In conclusion Ms. Singer noted the Board had implemented a majority of legislative reform and she thanked the BCC and Staff for supporting DPM.

VI. Open Discussion-None

Commissioner Dennis C. Moss, Chairman
Governmental Structure Task Force